

Message Text

CONFIDENTIAL

PAGE 01 TUNIS 04664 011328Z

ACTION IO-14

INFO OCT-01 NEA-10 ISO-00 SS-15 SP-02 INR-07 L-03

/052 W

-----023787 011851Z /43

R 011228Z JUL 77

FM AMEMBASSY TUNIS

TO SECSTATE WASHDC 7346

INFO USMISSION USUN NEW YORK

C O N F I D E N T I A L TUNIS 4664

E.O. 11652: GDS

TAGS: PFOR, PORG, APER

SUBJ: SOME THOUGHTS ON ORGANIZING FOR MULTILATERAL
DIPLOMACY

REF: STATE 148782

1. I READ WITH MUCH INTEREST THE ACTING SECRETARY'S TELEGRAM ON THIS YEAR'S PROGRAM FOR MEETING THE CHALLENGES OF MULTILATERAL DIPLOMACY. I AM IN GENERAL AGREEMENT WITH THE GOALS WE HAVE SET, AND I AM SURE THAT IO AND USUN WILL PURSUE THEM WITH THE USUAL VIGOR. I WAS ASKED FOR MY COMMENTS ON HOW WE MIGHT BEST ACHIEVE THESE GOALS, PARTICULARLY IN REGARD TO OUR HOST GOVERNMENT. BASED ON 30 YEARS EXPERIENCE, MOST OF IT ABROAD IN COUNTRIES OF THE THIRD WORLD BUT SOME OF IT IN IO, I WOULD LIKE TO MAKE A FEW SUGGESTIONS ON METHODOLOGY.

2. IN PURSUING OUR GOALS IN THE FIELD OF MULTILATERAL DIPLOMACY, HOW WE DO IT CAN BE AS IMPORTANT AS WHAT WE DO. CLEAR CONCEPTS AND CAREFUL PLANNING MUST BE ACCOMPANIED BY EQUALLY PROFESSIONAL EXECUTION BOTH IN WASHINGTON AND IN THE FIELD. I KNOW THAT WE WILL BE IN RECEIPT OF NUMEROUS INSTRUCTIONS IN THE COMING YEAR, AND MY STAFF AND I WILL DO OUR BEST TO CARRY THEM OUT WITH MAXIMUM EFFICIENCY IN DIALOGUE WITH OUR HOST GOVERNMENT. I WOULD OFFER THE FOLLOWING COMMENTS ON HOW
CONFIDENTIAL

CONFIDENTIAL

PAGE 02 TUNIS 04664 011328Z

THE DEPARTMENT CAN HELP US TO DO THE BEST JOB POSSIBLE:

A. DON'T DEBASE THE COINAGE. THE IMPORTANCE OF AN ISSUE SHOULD NOT BE JUDGED BY THE NUMBER OF MESSAGES IT GENERATES. THE EFFECT CAN OFTEN BE QUITE THE OPPOSITE. NOTHING CAN MORE DESENSITIZE A CONSCIENTIOUS BUT BUSY STAFF OFFICER THAN A SERIES OF MESSAGES ON AN ISSUE THAT ARE REPETITIVE, UNCLEAR AS TO WHAT IS WANTED,

OR WORST OF ALL, GIVE THE APPEARANCE OF BEING DONE FOR THE RECORD.

B. DON'T CRY WOLF. DON'T SAY THT AN ISSUE IS OF "VITAL IMPORTANCE" IF IT ISN'T. THE NEXT ONE MAY BE. THE HOST GOVERNMENT WILL SOON BEGIN TO DISCOUNT THIS KIND OF LANGUAGE.

C. DON'T USE A SHOTGUN UNLESS YOU HAVE TO. SOMETIMES THERE IS NO OTHER WAY, BUT ANY MESSAGE ADDRESSED TO ALL DIPLOMATIC POSTS IS GOING TO HAVE A VERY LOW COMMON DENOMINATOR. THE HOST GOVERNMENT KNOWS A CIRCULAR WHEN IT SEES ONE, TOO.

D. AND WATCH THE CALIBER OF THE AMMUNITION. IF YOU DON'T, YOU WILL ONLY CAUSE SHELLSHOCK AT "THE HIGHEST LEVEL". I CAN REMEMBER ONE INSTRUCTION LAST YEAR SENT IMMEDIATE TO BE DELIVERED BY THE AMBASSADOR TO THE HEAD OF STATE. THE TEXT CONSISTED OF AN AFTER DINNER TOAST ACCOMPANIED BY THE ADMONITION NOT TO COMMENT ON IT, SINCE IT WAS NOT A MAJOR SPEECH. NOR IS "HIGHEST APPROPRIATE LEVEL" MUCH OF A SUBSTITUTE. WE WILL ALWAYS GO IN AT THE HIGHEST APPROPRIATE RPT APPROPRIATE LEVEL.

E. KEEP IT BRIEF. WE WILL MANAGE TO HANDLE THE VOLUME SOMEHOW,

AS STAFFED HOST GOVERNMENT FOREIGN MINISTRY MAY NOT
CONFIDENTIAL

CONFIDENTIAL

PAGE 03 TUNIS 04664 011328Z

BE ABLE TO. KEEP TALKING POINTS TO THE POINT.

F. DO THE TRANSLATING IN WASHINGTON. I CAN THINK OF NO JUSTIFICATION FOR DOING 20 OR 30 FRENCH TRANSLATIONS OF A TEXT IN THE FIELD, WITH VARYING DEGREES OF ACCURACY, WHEN ONE CAN BE DONE IN WASHINGTON. THE SAME APPLIES TO SPANISH. FURTHERMORE, SOME MULTILATERAL ISSUES CAN BE QUIRE TECHNICAL, EITHER SUBSTANTIVELY OR PROCEDURALLY, AND IT HELPS US GREATLY TO HAVE THE PERTINENT TECHNICAL VOCABULARY PROVIDED FOR US IN THE LOCAL LANGUAGE.

G. ABOVE ALL, GET IT HERE ON TIME. IT IS FRUSTRATING TO RECEIVE A NIACT IMMEDIATE TELEGRAM ON SATURDAY AFTERNOON AFTER THE FOREIGN MINISTRY HAS CLOSED ASKING US TO GET ACROSS OUR POINT OF VIEW TO A DELEGATE WHO DEPARTED FOR GENEVA ON THURSDAY. WORSE STILL ARE THE INSTRUCTIONS RECEIVED ON FRIDAY OR SATURDAY URGING US TO GET THE HOST GOVERNMENT TO SWITCH ITS VOTE AT SOME MONDAY MORNING MEETING. EVEN IN FRIENDSHIP, AS WE HAVE ONLY A LIMITED STOCK OF CREDIT TO EXPEND.

3. ALL THESE SUGGESTIONS, I HOPE, ARE CONSTRUCTIVE. THEY ARE CERTAINLY MADE IN GOOD HUMOR. I HAVE BEEN ON THE OTHER END, TOO, AND KNOW THAT IT IS OFTEN IMPOSSIBLE TO PRODUCE WHAT WOULD

BE AN IDEAL INSTRUCTION FOR EACH EMBASSY RECEIVING IT. SEND US
THE BEST INSTRUCTIONS AND BE CONFIDENT THAT WE WILL DO

OUR BEST WITH THEM.
MULCAHY

CONFIDENTIAL

NNN

Message Attributes

Automatic Decaptioning: X
Capture Date: 01-Jan-1994 12:00:00 am
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: INSTRUCTIONS, POLICIES, EMBASSIES
Control Number: n/a
Copy: SINGLE
Sent Date: 01-Jul-1977 12:00:00 am
Decaption Date: 01-Jan-1960 12:00:00 am
Decaption Note:
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 22 May 2009
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1977TUNIS04664
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: GS
Errors: N/A
Expiration:
Film Number: D770235-1087
Format: TEL
From: TUNIS
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1977/newtext/t19770796/aaaadflp.tel
Line Count: 122
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: a2e1f071-c288-dd11-92da-001cc4696bcc
Office: ACTION IO
Original Classification: CONFIDENTIAL
Original Handling Restrictions: n/a
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 3
Previous Channel Indicators: n/a
Previous Classification: CONFIDENTIAL
Previous Handling Restrictions: n/a
Reference: 77 STATE 148782
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 10-Mar-2005 12:00:00 am
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 1978362
Secure: OPEN
Status: NATIVE
Subject: SOME THOUGHTS ON ORGANIZING FOR MULTILATERAL DIPLOMACY
TAGS: PFOR, PORG, APER, US
To: STATE
Type: TE
vdkgvwkey: odb://SAS/SAS.dbo.SAS_Docs/a2e1f071-c288-dd11-92da-001cc4696bcc
Review Markings:
Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
22 May 2009
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009